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ACTION	DIRECT REPLY	PREPARE REPLY	
APPROVAL	DISPATCH	RECOMMENDATION	
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Remarks:

Bronson -
Herewith FYI - do not copy
only basis. I have done
also copied to E.D. in.

[Redacted]

P.S. He didn't appear before Senior
Seminar.

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FORM NO. 237 Use previous editions
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DD/S:JWC (29 December 1972)

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DD/S 72-4783: MFR frm [REDACTED] Jr. subj: Remarks of Andrew
Marshall, NAG/NSC, on Agency Management Training dtd 15 Dec 72

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3 January 1973

Mr. Coffey:

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I talked with [redacted] about this. His conversational attitude would mellow considerably the tone and intended meaning of the underscored sentences. He says Marshall did not single out personnel management, or any other particular "problem." Marshall's comments were directed more generally at the Foreign Affairs Community and currently popular buzz words -- productivity -- quantitative and qualitative measurement, institutional structure, etc.

Marshall - Pickett liaison is with the IC Staff.

RHW
RHW

*Jeff
Pls ask Rod what goes on
here. We seem to have a
false report*

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Remarks:

Bill -

Attached FYI - Eyes only -

I have also provided a
copy by hand to Bronson Swerling.

I don't recall hearing of the
personnel management view before

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He did not appear at ~~any~~ ^{any} Senior Seminar.

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TO	NAME AND ADDRESS		DATE
1	Evelyn M. Colby		
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ACTION	DIRECT REPLY	PREPARE REPLY	
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CONCURRENCE	INFORMATION	SIGNATURE	
Remarks:			
<p>Bill -</p> <p>Attached FYI - Eyes Only -</p> <p>I have also provided a</p> <p>copy by hand to Brandon Sweeny.</p> <p>I don't recall hearing of the</p> <p>personnel management 'unit' before</p>			
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FORM NO.
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*He did not appear at earlier
Senior Seminar.*

DD/S:JWC (29 December 1972)

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DD/S 72-4783: MFR [redacted], subj: Remarks of Andrew Marshall, NAG/NSC, on Agency Management Training dtd 15 Dec 72

DD/S 72-4783

Executive Registry

72-6581

15 December 1972

MEMORANDUM FOR THE RECORD

SUBJECT: Remarks of Andrew Marshall, NAG/NSC, on Agency Management Training

1. On 15 December I met with Andrew Marshall, Director of the Net Assessment Group of the NSC, and an assistant, George Pickett, to discuss the content of a presentation Marshall has agreed to make to the Senior Seminar on 14 March next. The meeting was at Marshall's request. In discussing the general content of the week devoted to "New Methodologies of Interest to Intelligence" in which his presentation will appear, I was questioned sharply by both concerning management training in CIA and particularly in the Senior Seminar. Highlights of their questions and remarks and my replies follow.

2. After briefing them on the general purposes, level and composition of the Senior Seminar, I showed them the schedule outline for the week, together with the introductory Scope Notes for the week and Scope Notes for the opening and closing speakers, as background information to assist Marshall in shaping his own Scope Note. This was necessary because of his previously indicated desire to shift the thrust of his presentation from "net assessment" to broader problems of improving intelligence production and knowledge of consumer needs as well as net assessment. (See attached copy of our letter of invitation to Marshall.) As he surveyed the package which the Senior Seminar has put together --with much advice from key CIA officers like [redacted] and STAT

STAT [redacted] as well as from an interested Seminar alumnus, [redacted] of ICG--he noted its preponderant bias towards problems of intelligence production rather than management. I explained that we had deliberately modeled much of the week on the FSI course "Scientific Applications to Foreign Policies Analysis" which I attended last June, but had taken care to incorporate at least one general talk--by [redacted] of the Information Science Training Staff--on management science. I suggested that perhaps we would expand the management science element in future runnings if the present Block were successful. I also mentioned that the first week of the Senior Seminar is devoted to "The Senior Officer as Manager." Marshall said perhaps his own presentation should refer to problems of management as well as production, since new methods were required in, e.g., personnel management. He added: "We have been trying so long in vain to get to your Agency to adopt new methods in both fields," (or words to this effect).

-2-

3. At this point I mentioned the keen interest of our Executive Director-Comptroller, Mr. Colby, in expanding and upgrading management training throughout the Agency. Pickett then chimed in to ask "if CIA still teaches the management grid." He spoke disparagingly of it as "a few days of semi-sensitivity training." I said that, speaking generally, I had the impression the grid program was slowly winding down as most of its intended audiences seemed to have been exposed to it by now.

4. Next I was asked about the content of the first week of the Seminar and how we could measure results. Since I have not been personally responsible for or involved (except peripherally) in preparation for that week, I simply pointed out that we were not "training" Seminar members in management but rather asking them to "pause and reflect on themselves as persons responsible for managing other persons," as an example of the kind of thing we have scheduled. I referred to our "workshop" devoted to management styles and mentioned our engagement, in previous runnings, of former Undersecretary of State for Administration, William Crockett, to speak on his philosophy of management. I added that because of the relatively short length of the Senior Seminar and in view of stated objectives, we were primarily concerned that the senior officer participants--who are selected from all parts of the Agency--become better acquainted with each other's views and management problems. I emphasized that we were in no sense "training" them as managers, but simply trying to make them aware of any areas in which they might need and later seek specific training. Marshall then asked if we had "training in cost accounting." I replied that to my knowledge OTR did not, and would probably send officers outside for any specific training in such matters.

5. I tried to convey briefly an idea of our current development of a "hierarchy" of Agency-wide courses, including Midcareer, Advanced Intelligence Seminar and now the Senior Seminar, which incorporate management elements at all levels. I again mentioned the Executive Director's great interest in improving management training.

6. Several times Marshall referred to the "unresponsiveness" of the intelligence community to desires of the consumer. He asked whether we covered in the Seminar the implementation of the November 1971 directive concerning the community. I replied that we did indeed, both specifically in our Block on "CIA's Official Relationships" and at various other points where it logically came in for consideration. I was then asked to outline the titles of all the Senior Seminar content Blocks, and did so.

-3-

7. Finally, Marshall said he would think over the content of his scheduled presentation and would soon send me an outline and/or a revised Scope Note. Meanwhile, I should consider the current version (copy attached) as adequate for the present. I thanked Marshall and Pickett and departed.

STAT

8. Throughout the meeting, both Marshall and Pickett (who [redacted] remained cordial. I judged their attitude was not one of hostility in any sense but of a desire to "push" us toward even higher levels of efficiency.

[redacted] STAT

Senior Seminar Staff

Atts

Chief, Net Assessment Group, National
Security Council

16 November 1972

CIA Senior Seminar Staff

Invitation to Speak to CIA Senior Seminar

1. This is to confirm my recent telephone conversation inviting you to appear as a guest speaker before the CIA Senior Seminar on Thursday morning, 15 February 1973. I am now able to provide you with details concerning the substantive context of your proposed presentation and discussion, as well as general information about the Seminar.

2. The third CIA Senior Seminar will run from mid-January through mid-March. It will include program blocks on the senior officer as manager, the intelligence business of CIA, official relationships, international trends, domestic trends affecting the Agency and, midway in the program, a week devoted to "New Methodologies of Interest to Intelligence."

3. Your presentation on "Net Assessment" will fall in the new methodologies week. That week will blend academic theory and applications together with some in-house exercises of efforts to investigate and apply new quantitative methods to intelligence collection, analysis and management. For example, early in the week we shall have Dr. Ward Edwards of the University of Michigan discuss how his developing work on probability theory and Bayesian applications apply to intelligence analysis. As an illustration of simulation and modeling, we are trying for an academic and in-house balance--an academic figure such as Dennis Meadows or Jay Forrester, plus the strategic exchange model currently used by the Office of Strategic Research. Concluding the block, Dr. Davis Bohrow, University of Minnesota, will lead a session on "Overview and Prospects for the New Methodologies" in foreign affairs.

4. It seems essential to the overall Seminar program and particularly the new methodologies block to consider the concepts and implications of net assessment. I attach a preliminary draft Scope Note suggesting our loosely formed notions of what you may wish to cover, though we understand that in recent talks to courses in the Intelligence Community you are also devoting

attention to your "other hat," viz., product improvement. It would be most helpful and interesting if you could combine the two subjects and redraft the Scope Note to reflect this. We propose to schedule you from 0830 to 1000 on the date mentioned above.

5. The CIA Seminar is run twice annually for senior Agency officers. Each class, restricted to 20 officers from all parts of the Agency, comprises a mix of analytical, operational, support and management experience. Our Seminar suite is on the top floor of the Arlington Chamber of Commerce Building, 4600 N. Fairfax Drive.

6. I would appreciate an early opportunity to confer STAT briefly with you concerning your presentation and particularly the Scope Note. Please call me at your convenience at Code STAT Extension [] for further information. It will be a pleasure to welcome you to the CIA Senior Seminar.

STAT

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[] Senior Seminar Staff

TDS:cah

Encl

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Info copy: []

SCOPE NOTE

INTELLIGENCE PRODUCTS: PROBLEMS AND IMPROVEMENTS

Problems in present intelligence products as seen by NSC staff consumers will be discussed by the Director, Net Assessment Group, NSC. He will discuss problems with present products, the need for sensitivity to consumer needs, possible new approaches to analysis, and the impact of net assessment on intelligence.